FY12 Program Review

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July 3, 2012

Overview

- Background

- Current Methodology

- Performance Results

- Efficiency Results

- Evolve Performance Evaluation

Background

- Program Review is a component of the County's *Managing for Results* philosophy

- Modeled after U.S. Office of Management and Budget Federal Government approach (2002)

- First strategic review in 2003

Current Methodology

- Changed for FY12
  - Relevance only for contextual information
  - Performance reviews on all County services
    - Scoring only on performance
  - Efficiency reviews on subset of services

Performance Results

Performance Summary

- Review Reveals "Practice" vs. "Performance"
- 202 of 237 services evaluated (FY11 services)*
- 65% of services met or exceeded FY11 performance targets
- Practice and Performance varies in departments by budget size
- Consideration of FY11 budget cuts (e.g., Park and Recreation and Public Library)

* excluding Administrative Support, Senior Administration, CMS, CPCC, and newly funded CSGs

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Performance Legend

Exemplary	**89 – 100%**	🟢
Successful	**80 – 88%**	🟢
Moderately Successful	**70 – 79%**	🟡
Needs Improvement	**< 70%**	🔴
Results Not Demonstrated	**0%**	⚫
Not Reviewed/Not Applicable		⚪

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Criteria/Standards

Exemplary

- Performance measures reflect the full scope of service
- Sound data collection methodologies
- Raw or summary data available for replication
- Service achieves at least 95% of performance targets
- Service has favorable State or Federal reviews (if applicable)

Successful

- Some performance measures reflect the full scope of service
- Data collection methodologies are somewhat sound
- Raw or summary data available for replication
- Service achieves at least 95% of some but not all performance targets

Criteria/Standards

Moderately Successful 🟡

- Service has raw or summary data, but results may not be replicable

- Service achieves 86 – 94% of target

- Service has at least two of the three required outcomes, efficiency or customer satisfaction measures

- Service has somewhat favorable State and Federal reviews (if applicable)

Needs Improvement 🔴
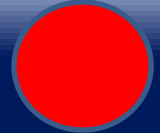
- Data are not available for replication

- Service achieves less than 85% of target

- Missing or insufficient performance measures

- Service has unfavorable State and Federal reviews (if applicable)

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Criteria/Standards

Results Not Demonstrated

- Services did not have any of the required performance measures
- Services have performance measures, but raw data is not available for replication
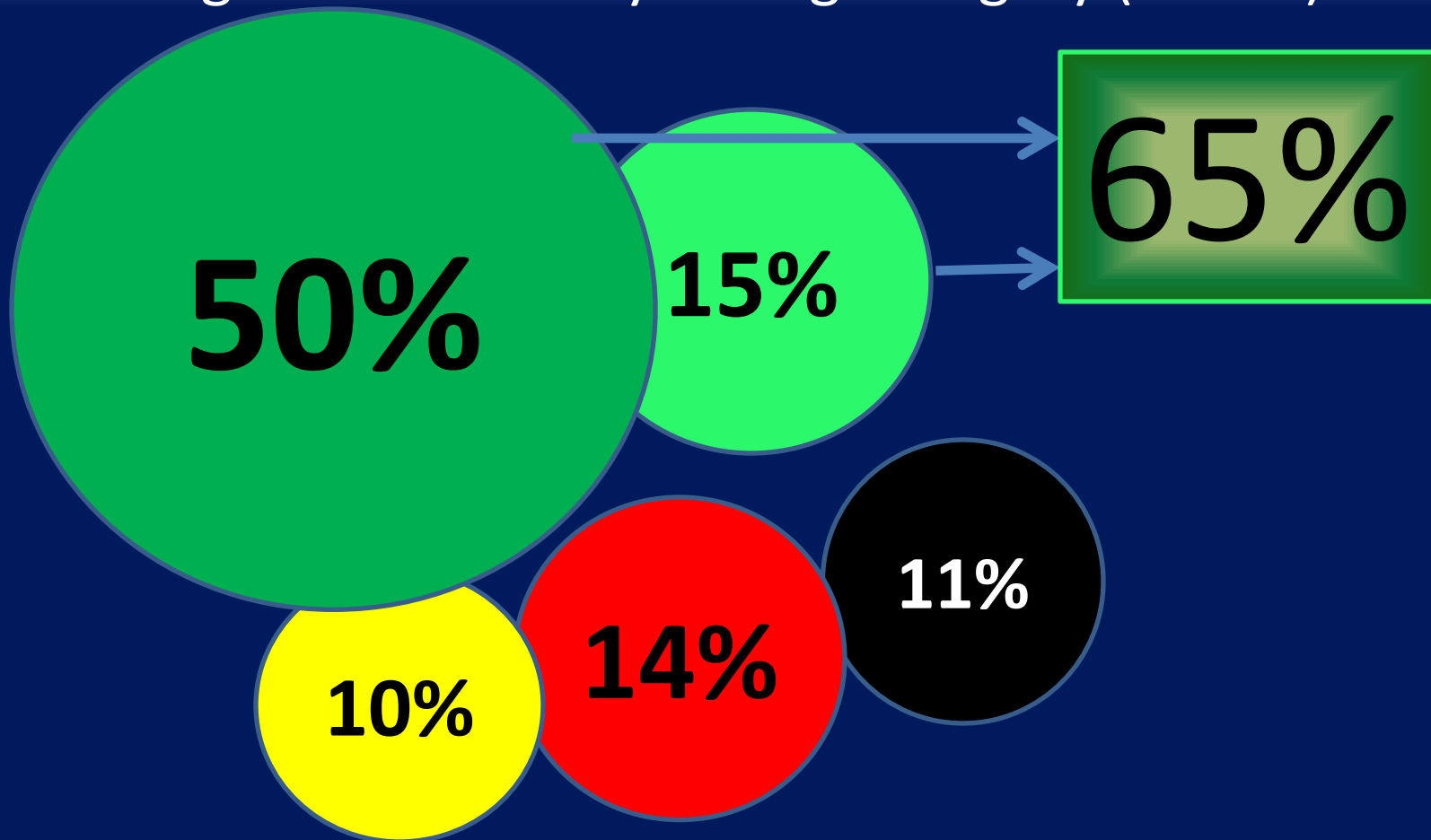
Not Reviewed

- The service exists only for pass through of funds
- The service was included in a recent consolidation
- The service no longer exists or is a new service

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Overall County Performance

Percentage of Services by Rating Category (n=202)

50%

15%

65%

10%

14%

11%

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Dept. Performance Overview

Department	Weighted
Child Support Enforcement (CSE)	100%
Finance (FIN)	98%
Geospatial Information Systems (GIS)	96%
Tax Collector (TAX)	95%
Park & Recreation (PRK)	95%
Land Use & Environmental Services Agency (LUESA)	95%
Medical Examiner (MED)	94%
Community Support Services (CSS)	92%
Information Services & Technology (IST)	90%
Social Services (DSS)	90%
Health Department (HLT)	89%
Sheriff's Office (SHF)	89%
Criminal Justice Services (CJS)	88%
Library (LIB)	88%
Audit (AUD)	85%
Real Estate Services (RES)	85%
Manager's Office (MGR)	82%
Community Service Grants (CSG)	80%
Human Resources (HRS)	73%
Area Mental Health (AMH)	52%
Public Service & Information (PSI)	48%
Register of Deeds (REG)	16%
Economic Development (EDO)	12%
Elections (ELE)	12%

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Performance Conclusions

- In general, County services are meeting targets and have systems to collect and report data

- Results in "red" and "yellow" could imply a "practice" issue more than a "performance" issue

- Need to refresh understanding of performance management in some departments/divisions

- More thorough review requires more dedicated resources

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Recommendations

1. More in-depth and targeted review to gauge performance	
Department examples	**Item**
Criminal Justice Services	**State impact on ability to "perform"**
Park and Recreation Public Library	**Impact of FY11 reductions on performance**
BSSA (HR, PI, AFM and IT)	**Impact of restructuring on performance**
2. Enhance data management practices	
Register of Deeds	**Implement sound data methodologies at the service levels**
Economic Development	**Identify sound performance measures and implement processes to collect data**
Elections	**Implement sound data methodologies**
3. Partner with Community Service Grants on measure development, tracking and reporting processes	
CW Williams, Char-Meck Council on Aging, and The Center for Community Transitions – LifeWorks!	

Efficiency Review Results

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Business Process Management

Efficiency Methodology

- A subset of services was assessed
- Lean Six Sigma assessment methodologies used, but no scores assigned
- Criteria:
    - State of NC mandate (i.e., relevance)
    - Past performance or organizational change
    - Scope and size of budget (county and total funding)
    - Board or executive management request
- Community Service Grantees were not reviewed
- Partnership between OMB and Business Process Management (BPM)
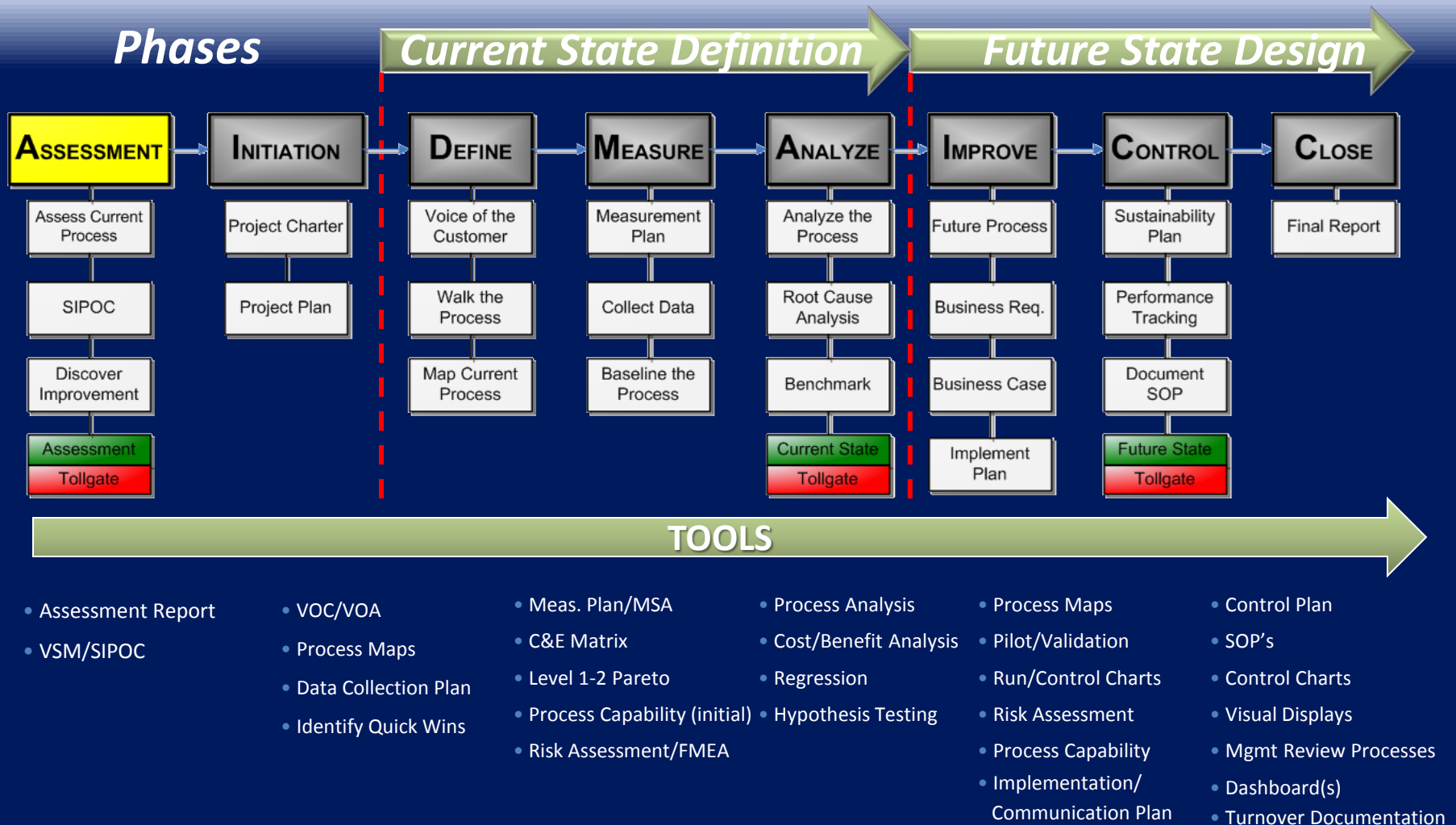
Efficiency Methodology
BPM Approach

ASSESSMENT

Assess Current Process

SIPOC

Discover Improvement

Assessment

Tollgate
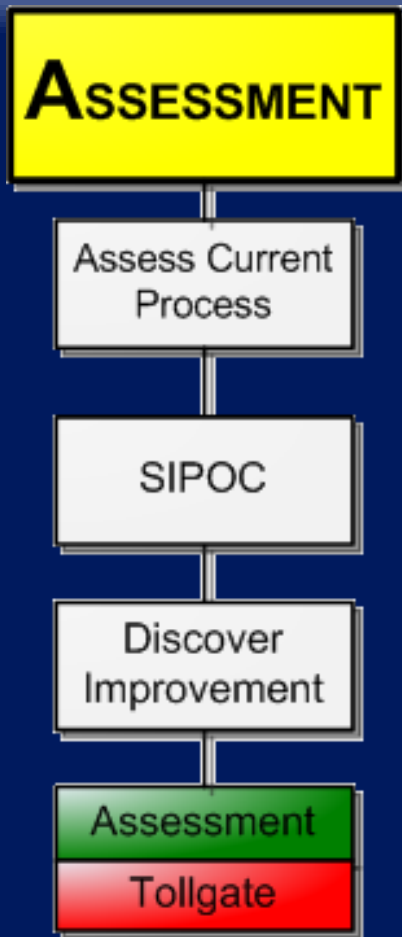
- Assess/canvass current state.

- Interview & shadow SMEs.

- Create SIPOC/L-1 Process Map – Supplier/Input/Process/Output/ Customer.

- Discover Improvement Opportunities.

- Identify Business Impacts – Efficiency, Effectiveness, Financial

- Approximately 80 hrs per service.

Efficiency Methodology
BPM Approach

Business Impact Analysis

Efficiency Impact

These improvements may result in potential efficiency savings and increased productivity due to a reduction in the amount of time workers waste on inefficient business processes.

Effectiveness Impact

Potential improvements in service delivery, customer service, and increased worker satisfaction may result from these improvements.

Financial Impact

Potential ROI and cost savings may result from these improvements.

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Efficiency Summary

- 34 services scheduled for evaluation (FY 11 services)
- 24 Services completed – active BPM projects and limited resource capacity prevented all 34 from being evaluated
- Breakdown:
  - 16 services have Improvement Recommendations
  - 8 services have no Improvement Recommendations
  - 8 services already in active BPM project
  - 2 services not evaluated

Efficiency Service Results
Improvement Recommendations

Area Mental Health	
Service Name	**Recommendations and Next Steps**
Adult Substance Abuse Treatment (AMH/PSO)	**More thorough assessment by BPM – details in full report**
Quality Improvement (AMH)	**BPM not needed at this time. Proceed with the *AlphaCM* implementation and how it will support the business processes of the current state and those of the *Medicaid Waiver*.**
Utilization Management (AMH/LME)	**Address after the *LME Waiver* project is implemented**

Efficiency Service Results
Improvement Recommendations

Department of Social Services	
Service Name	**Recommendations and Next Steps**
Adult Services (DSS)	**Hold until NCFAST is implemented -- BPM is leading the NCFAST initiative**
Legal Services (DSS)	**More thorough assessment by BPM – details in full report**
Maintaining Independence Services (DSS)	**Hold until new CRD Case Management is implemented in FY13 – BPM engaged with the Case Management development**

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Efficiency Service Results
Improvement Recommendations

Health Department	
Service Name	**Recommendations and Next Steps**
Communicable Disease (HLT)	**Integrate with *Health Department/Carolina Healthcare System Transition* project -- BPM is engaged in project**
Prevention/Wellness (HLT)	**More thorough assessment by BPM – details in full report**
STD/HIV Tracking & Investigations (HLT)	**Proceed with the implementation of NC EDSS in FY13. Also, leverage any synergies with Health Department/Carolina Healthcare System Transition -- BPM is engaged with the Transition project only**

Efficiency Service Results
Improvement Recommendations

Land Use & Environmental Services

Service Name	Recommendations and Next Steps
Code Enforcement (LUE)	Improvements to be addressed by management and will request BPM as needed
Food & Facilities Sanitation (LUE)	Improvements to be addressed by management and will request BPM as needed
Surface Water Quality (LUE)	Improvements to be addressed by management and will request BPM as needed

Geospatial Information Services

Mapping and Project Services (GIS)	Review staffing models and management of both large and small projects on how projects are tracked and assigned to staff

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Efficiency Service Results
Improvement Recommendations

Sheriff Office	
Service Name	**Recommendations and Next Steps**
DV Enforcement & Education (SHF)	**Improvements to be addressed by Sheriff's Office management analyst and request BPM as needed**
Inmate Library Service (SHF)	**Improvements to be addressed by Sheriff's Office management analyst and request BPM as needed**
Registration Division (SHF)	**Improvements to be addressed by Sheriff's Office management analyst and request BPM as needed**

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Efficiency Review Conclusions

- 16 services in six departments identified for improvement opportunities:
  - 4 should be assigned to BPM for a more thorough assessment
  - 6 to be addressed by the department
  - 6 are part of a new system deployment and should be evaluated post implementation

Evolve Performance Evaluation

- Enhance performance management practices

- Revise approach to performance evaluation

Moving Forward in FY13

- Implement OMB and BPM recommendations from FY12 Program Review

- Targeted training in performance management practices

- Redefine performance and efficiency evaluation process

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Thank You

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